



Public Interest Interview Summary Memo

The Parcel

To: Town of Mammoth Lakes

From: Lisa Wise Consulting, Inc. (LWC)

Date: May 31, 2019

Introduction

On Tuesday and Wednesday, May 7 and 8, 2019, two representatives from Lisa Wise Consulting, Inc. (LWC) conducted in-person interviews with 45 individuals as part of the Conceptual Land Use Planning for The Parcel.

The interviews were the first step in the outreach effort aimed at gathering input from the community to inform the development of a conceptual land use plan for The Parcel.

The public outreach strategy (described in the Public Outreach Plan) includes, but is not limited to:

- Public Interest Interviews
- Engage Mammoth Lakes (Bang the Table)
- Town Council and Planning and Economic Development Commission Workshops
- Charrette

Methodology

Jen Daugherty, Senior Associate, and Spencer Johnson, Associate, conducted 14 interviews with individuals and groups that ranged from one to six respondents. Survey questions were used to guide the interviews and included nine open-ended questions. The questions enabled respondents to drive the interview process and voice their perspective of The Parcel's opportunities, challenges, and future vision. The survey questions are attached as Exhibit A.

Confidentiality builds trust, protects respondents from real or perceived harm, and assures more accurate responses. As such, respondents were informed that interview results would be reported in aggregate, where no comment(s) could be attributed to any individual. The following affiliations were represented:

- Architect
- Business Owner/Group
- Developer/Builder
- Government Agency/District
- Non-Profit Housing Organization
- Major Employer
- Property Manager
- Realtor
- Resident

Small group and one-on-one interviews are an effective way to gather insight that may be difficult in larger group settings.

Summary of Findings

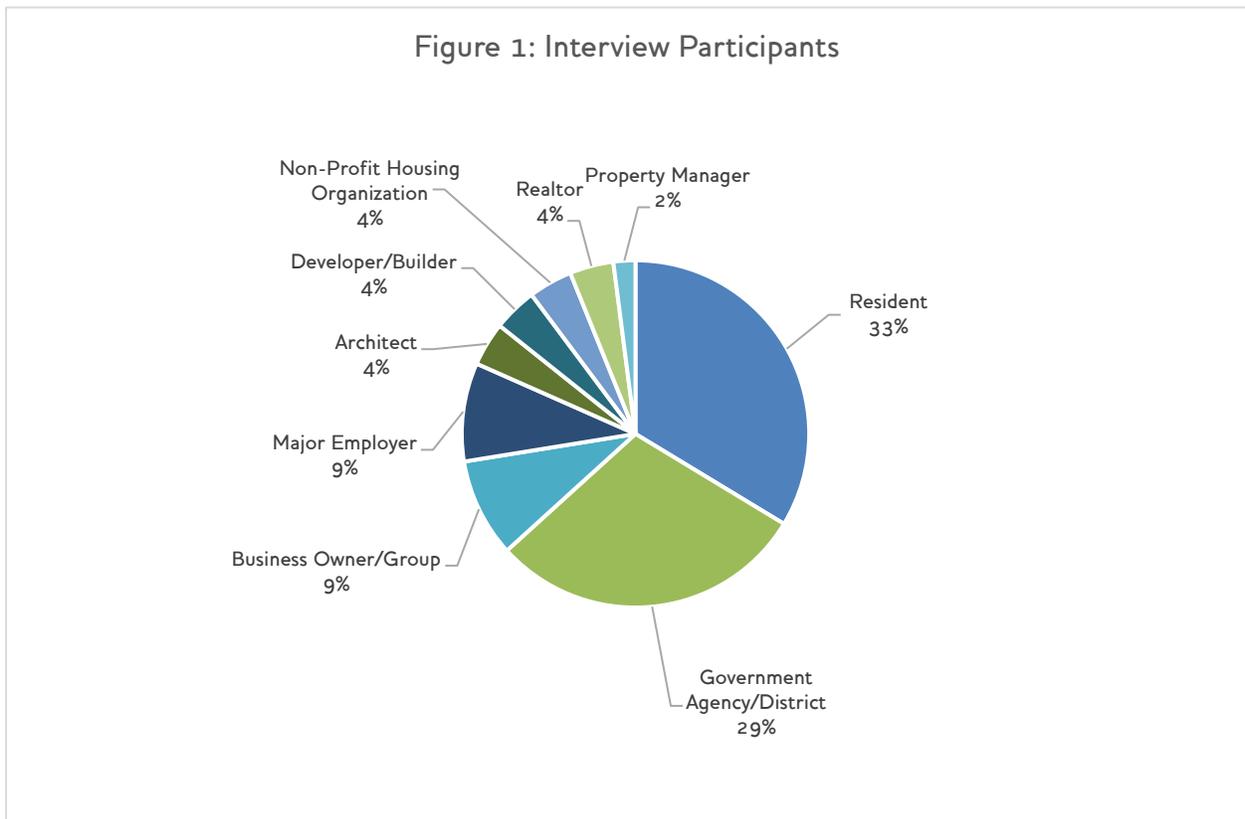
Generally, respondents were prepared, articulate, and deferential in the small group format. The majority of respondents expressed an understanding of The Parcel, its opportunities, and potential development challenges. Opportunities and objectives included providing substantial affordable housing, creating park space, providing child care facilities, preserving natural features, and developing a well-connected and well-integrated community. Challenges included potential community and neighbor opposition and project financing and funding. Also, some respondents voiced uncertainty regarding whether development of The Parcel will be realized.

Other feedback included recommendations for improving community outreach strategies, such as hosting outreach events at various times and in diverse locations to ensure comprehensive participation. Respondents were also given the opportunity to provide any additional input, which is summarized at the end of the memo.

The following charts summarize the responses to each question.

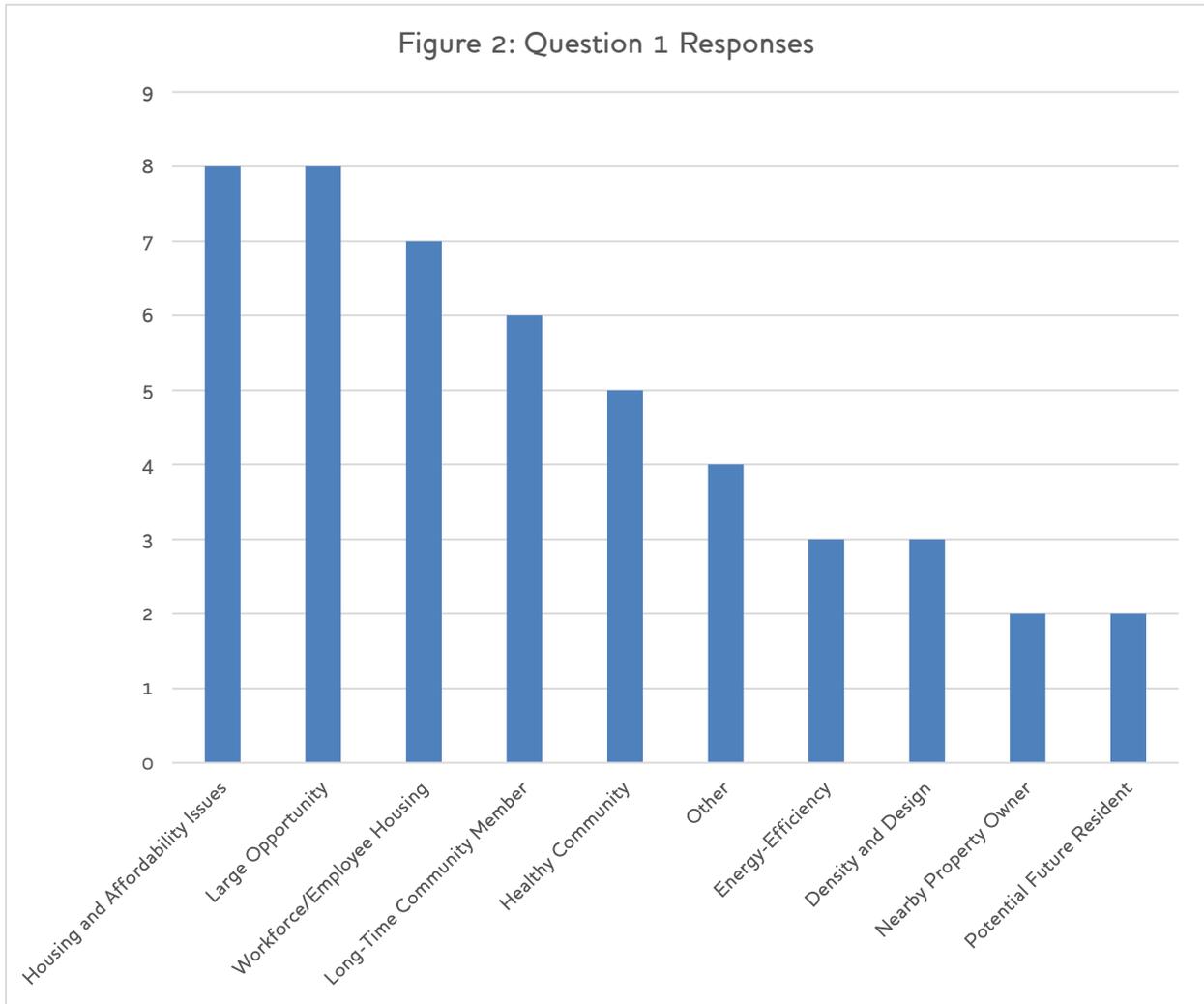
Interview Participants

Interview participants were asked to identify their primary affiliation. Figure 1 illustrates the percentage of interview participants by primary affiliation.



Question 1: What is your interest in The Parcel?

Figure 2 illustrates the responses to the first question: *Other than simply our invitation, what brings you here today? Are you, a relative or a friend a potential future resident, a business looking for housing for staff, or are you simply interested in a healthy Mammoth Lakes Community? As we go through other questions, please be thinking about what you can add to make this a success.*

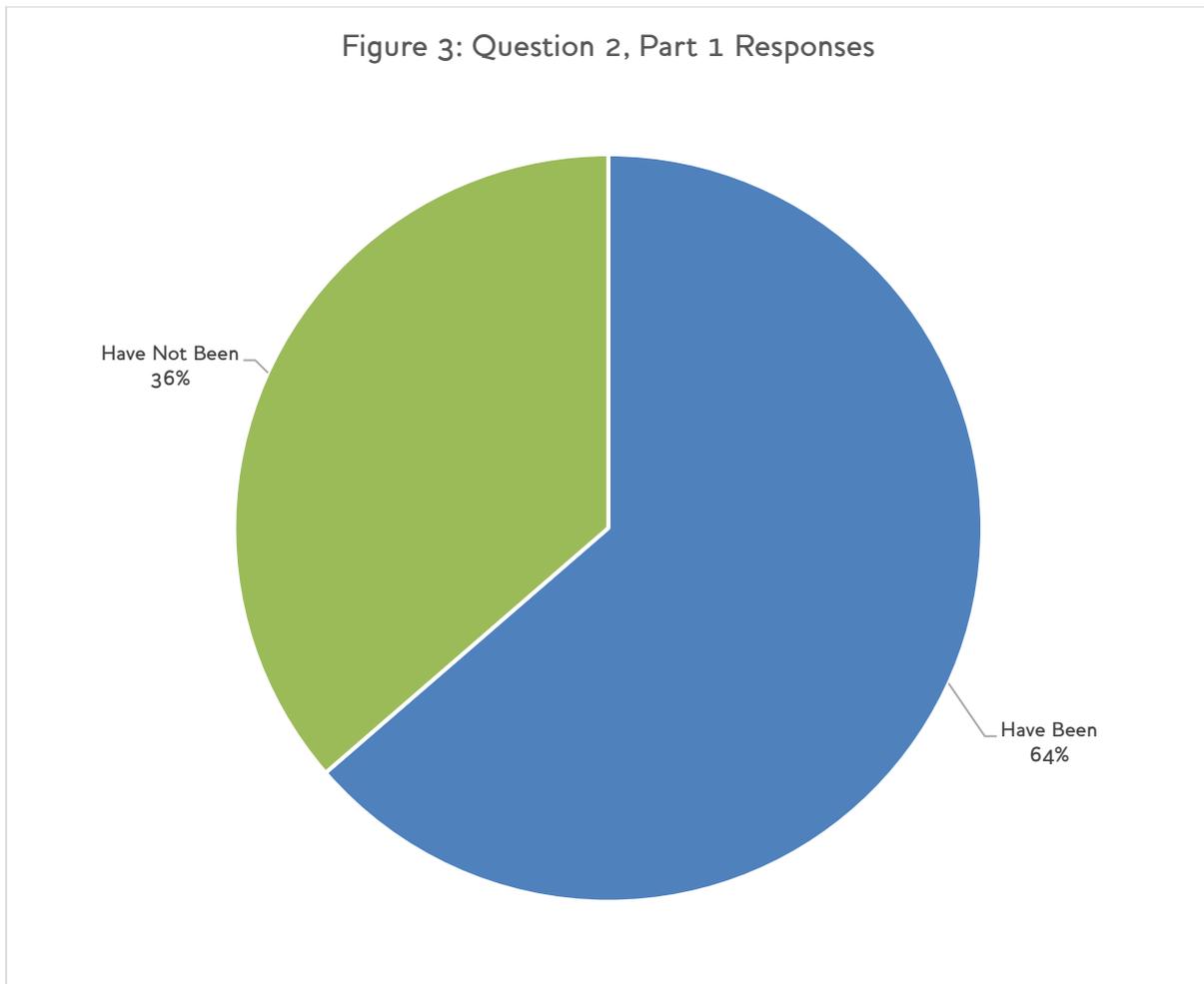


Question 2: If you've been to The Parcel, how did you get there, what did you do, and what were your impressions?

The second question asked: *If you've been to The Parcel, how did you get there, what did you do, and what were your impressions?*

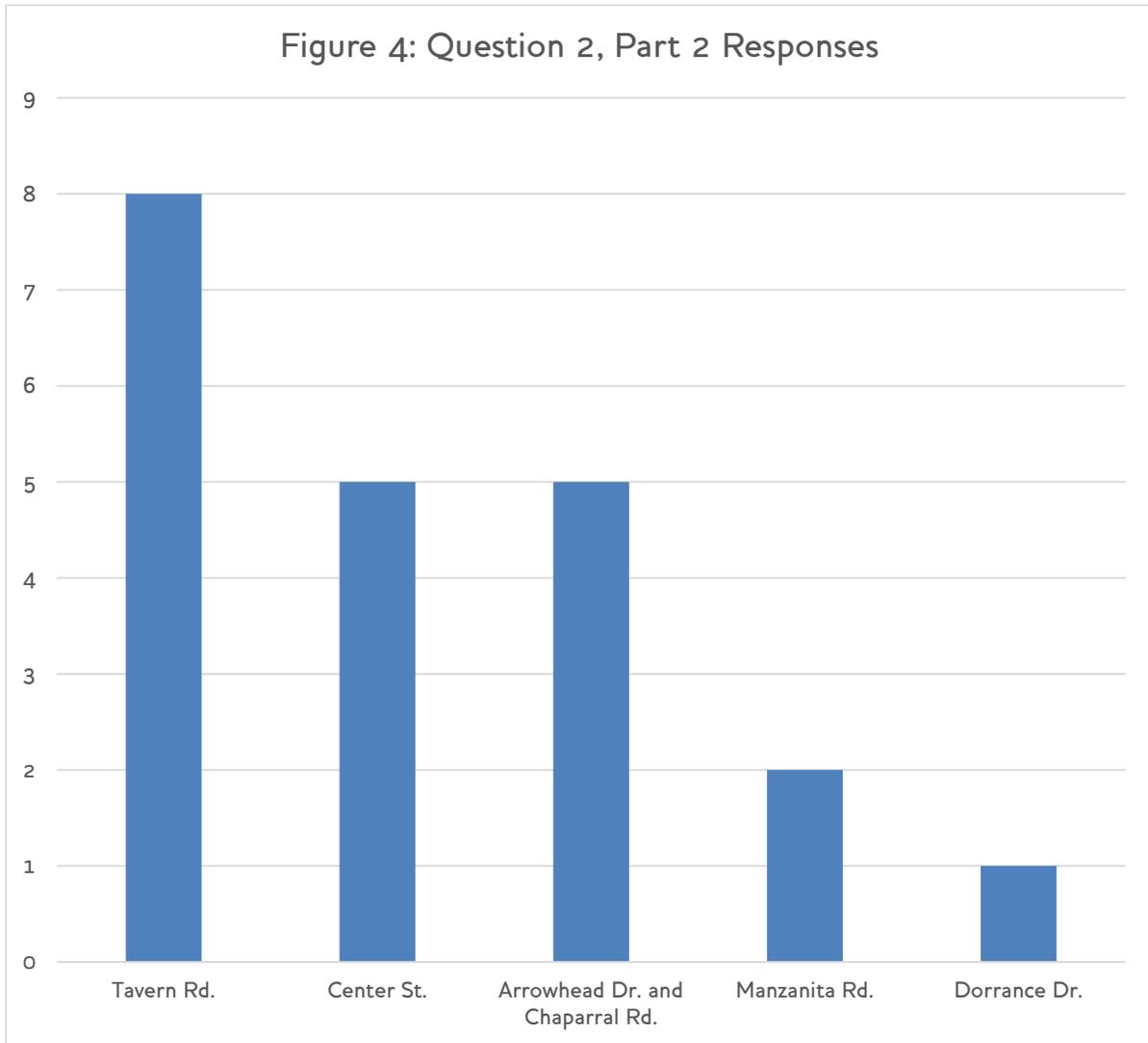
Question 2.1: Have you been to The Parcel?

Figure 3 illustrates the responses to the first part of the question: Have you been to The Parcel (note: this was prompted by asking "If you've been to The Parcel...")?



Question 2.2: Where did you enter The Parcel?

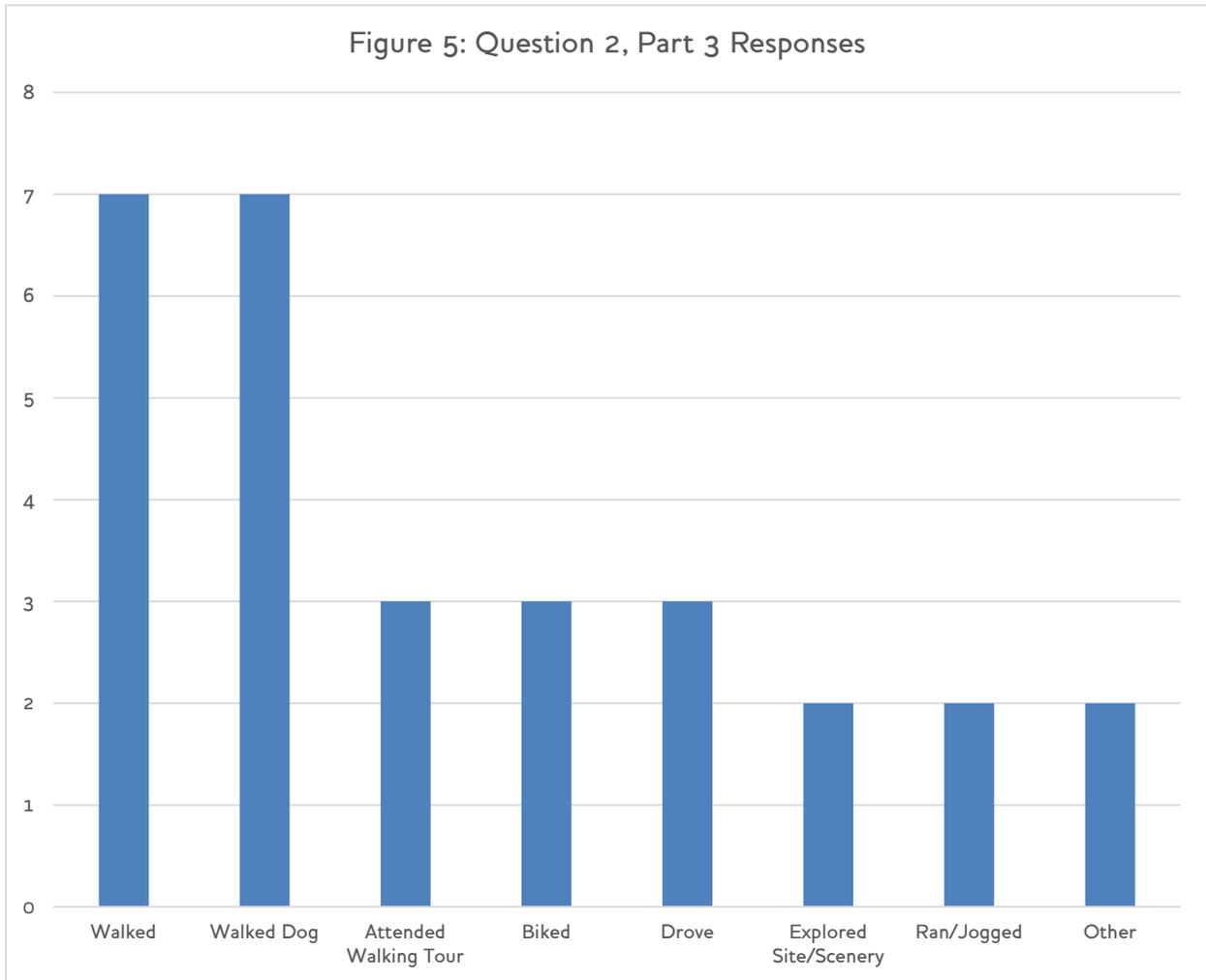
Figure 4 illustrates the responses to the second part of the question: If you've been to The Parcel, how did you get there (i.e., where did you enter the site)?



Note: Respondents who identified they entered the site at Arrowhead Drive, accessed The Parcel through the east portion of the Sherwin View Apartments property (Mammoth Mountain Ski Area housing), west of the Wildflower Condos.

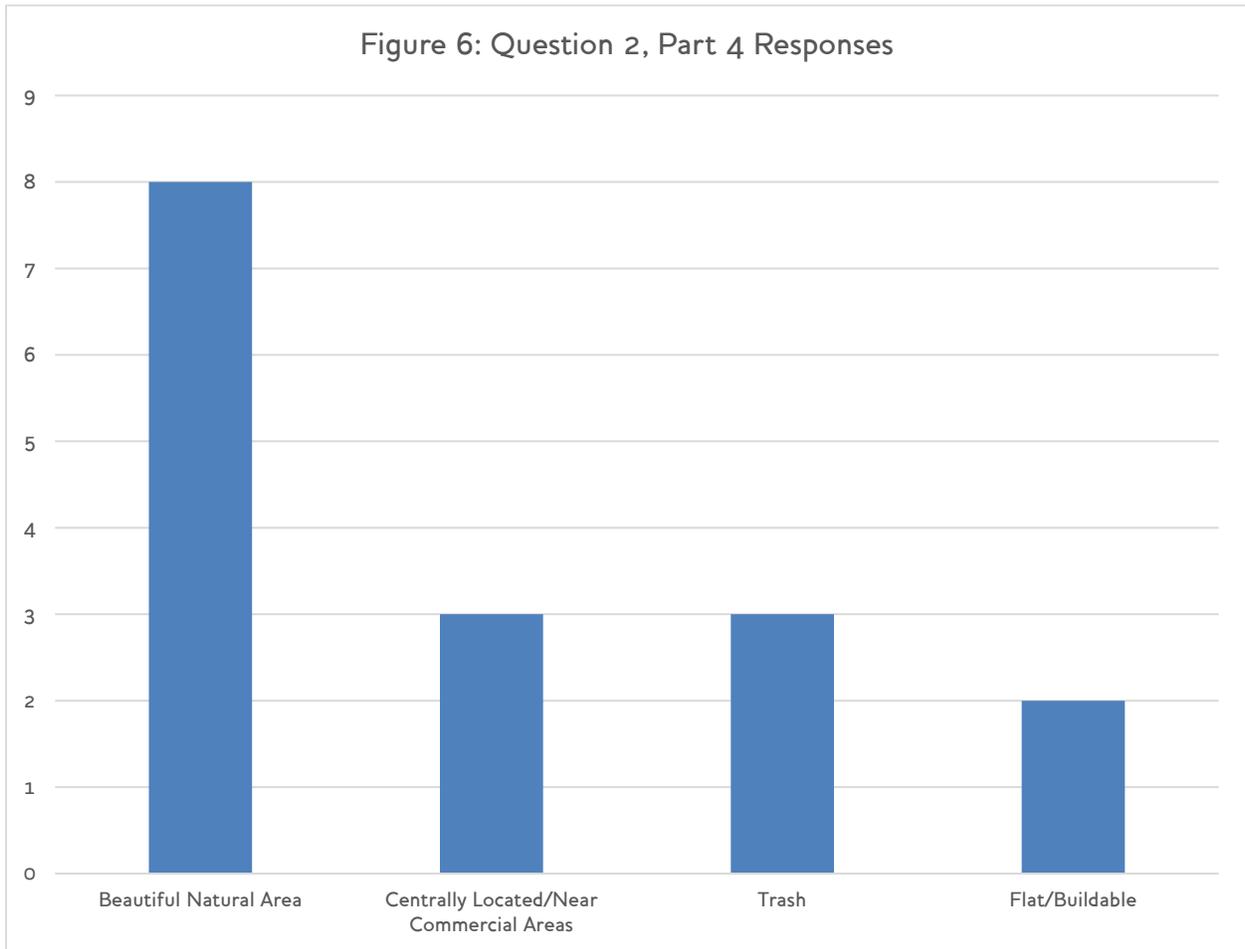
Question 2.3: What mode of transportation did you use and what did you do?

Figure 5 illustrates the responses to the third part of the question: If you've been to The Parcel, how did you get there (i.e., what mode of transportation) and what did you do?



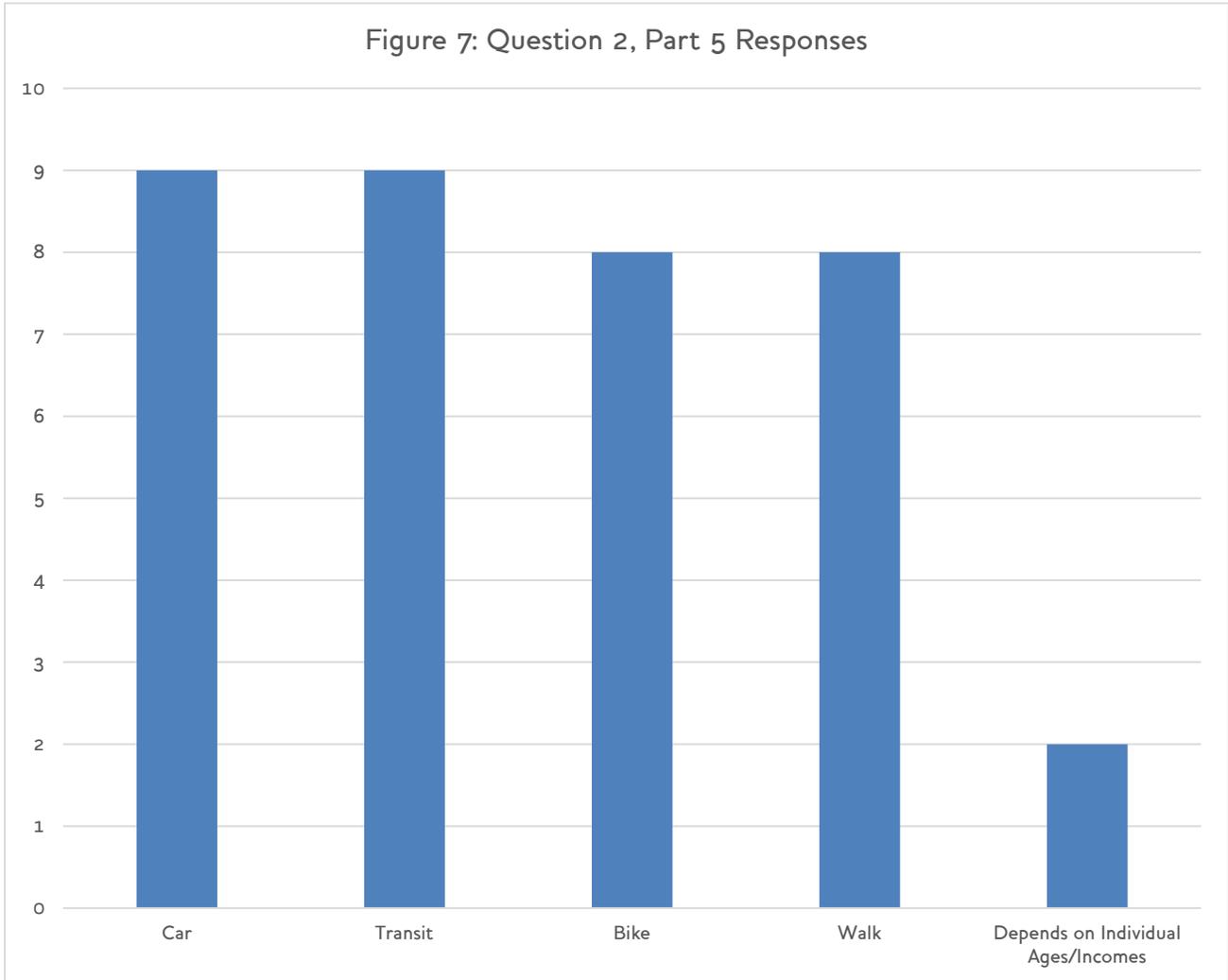
Question 2.4: What were your impressions of The Parcel?

Figure 6 illustrates the responses to the fourth part of the question: If you've been to The Parcel, what were your impressions?



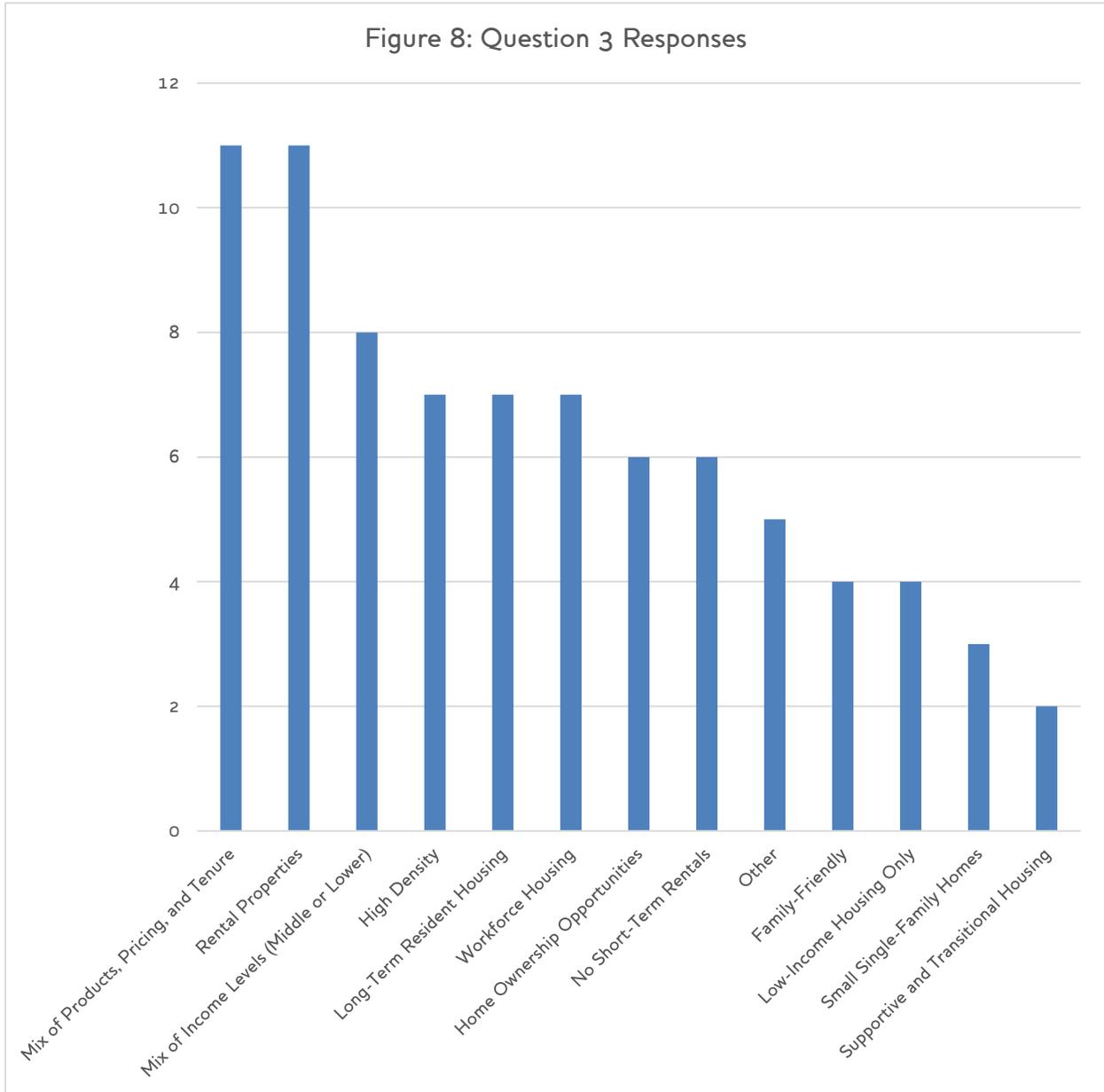
Question 2.5: How do you think future residents will get to and from The Parcel?

Figure 7 illustrates the responses to the fifth part of the question: How do you think future residents and visitors will get to and from The Parcel after it has been developed?



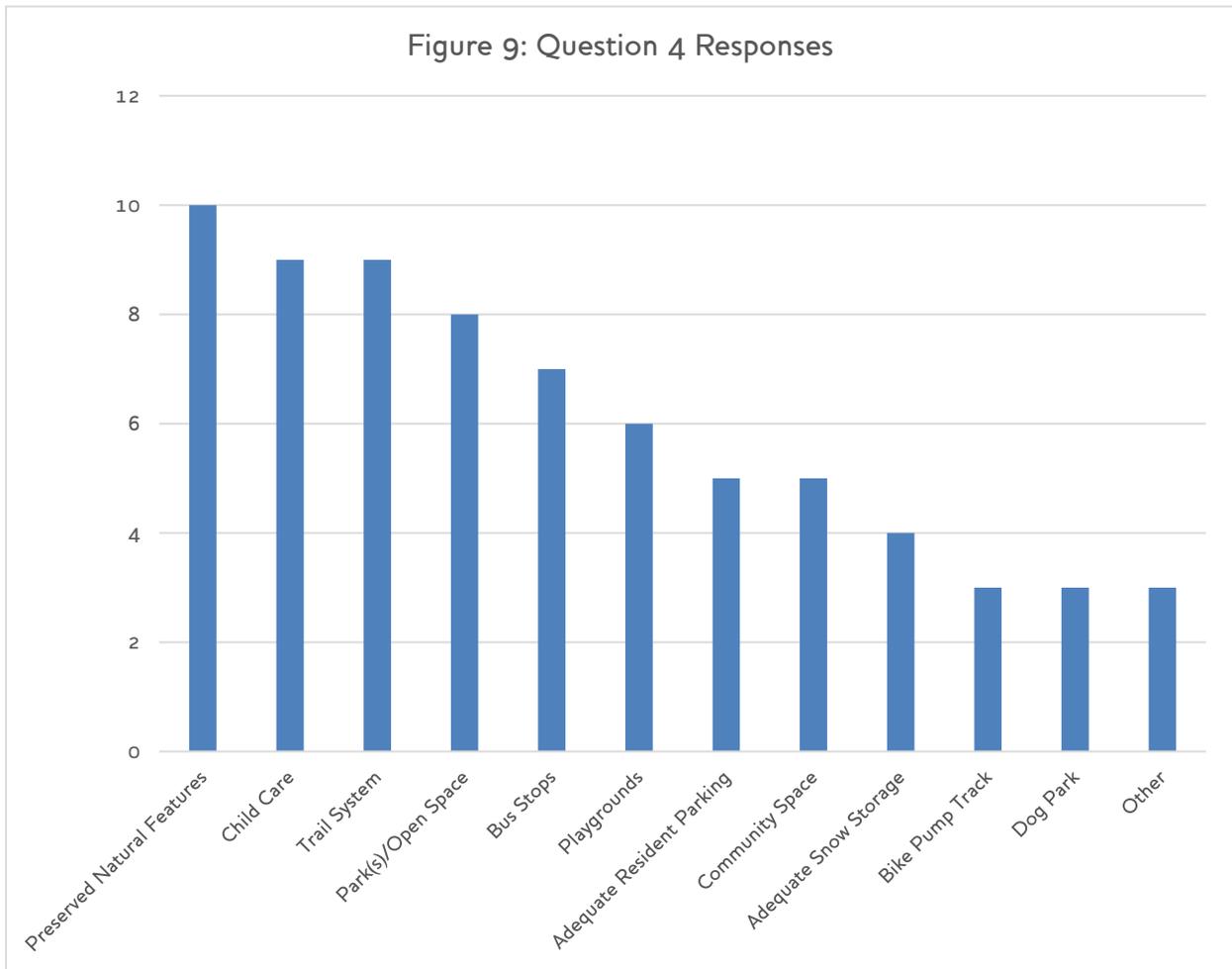
Question 3: What does affordable housing mean to you?

Figure 8 illustrates the responses to the third question: *The Parcel is to be developed for affordable housing – what does that mean to you?*



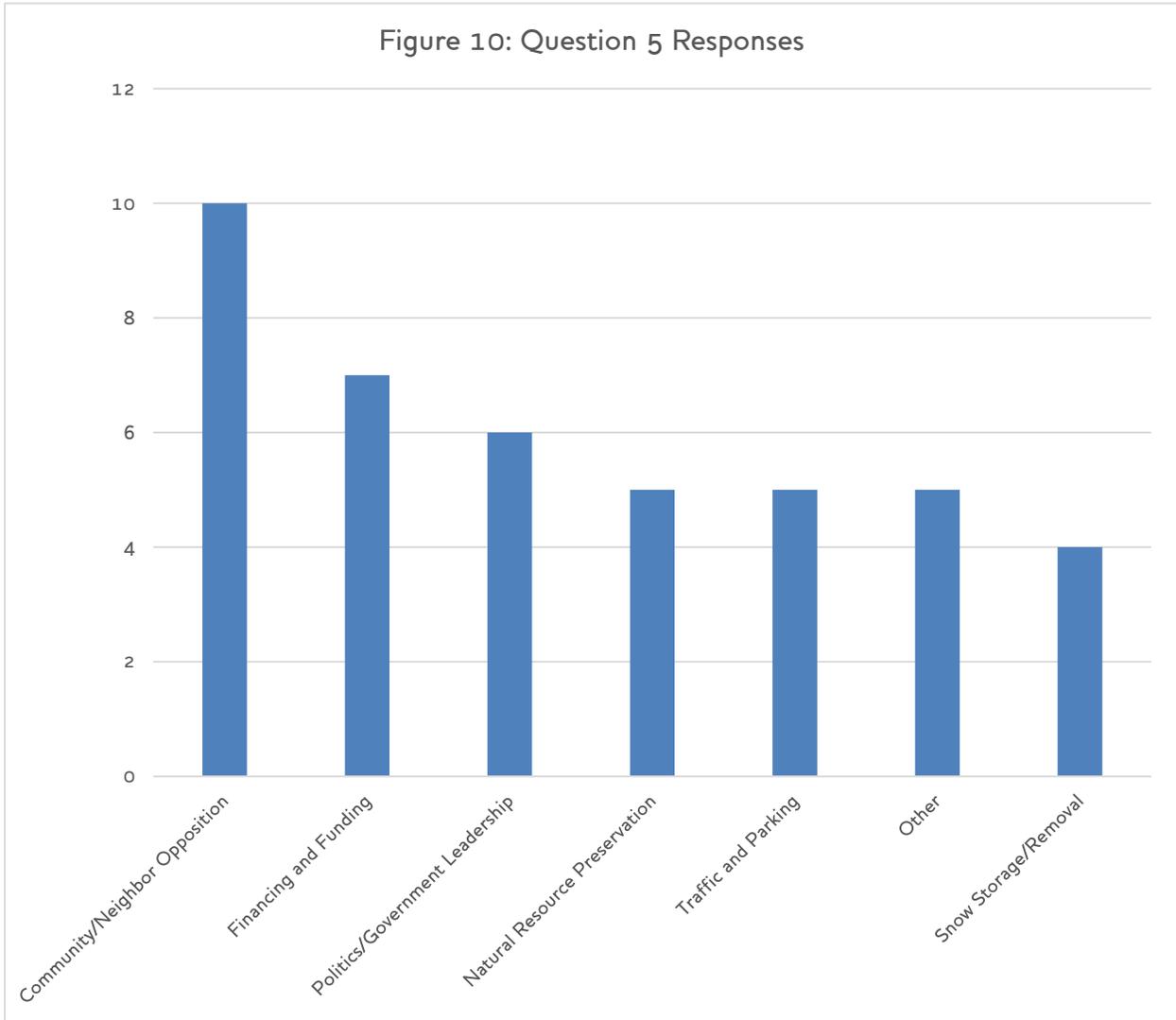
Question 4: What other uses should be provided on-site?

Figure 9 illustrates the responses to the fourth question: *In addition to affordable housing, what other uses should be provided on site – include opportunities, amenities, recreation, neighborhood uses, and ways The Parcel can connect to the rest of the Mammoth Lakes community.*



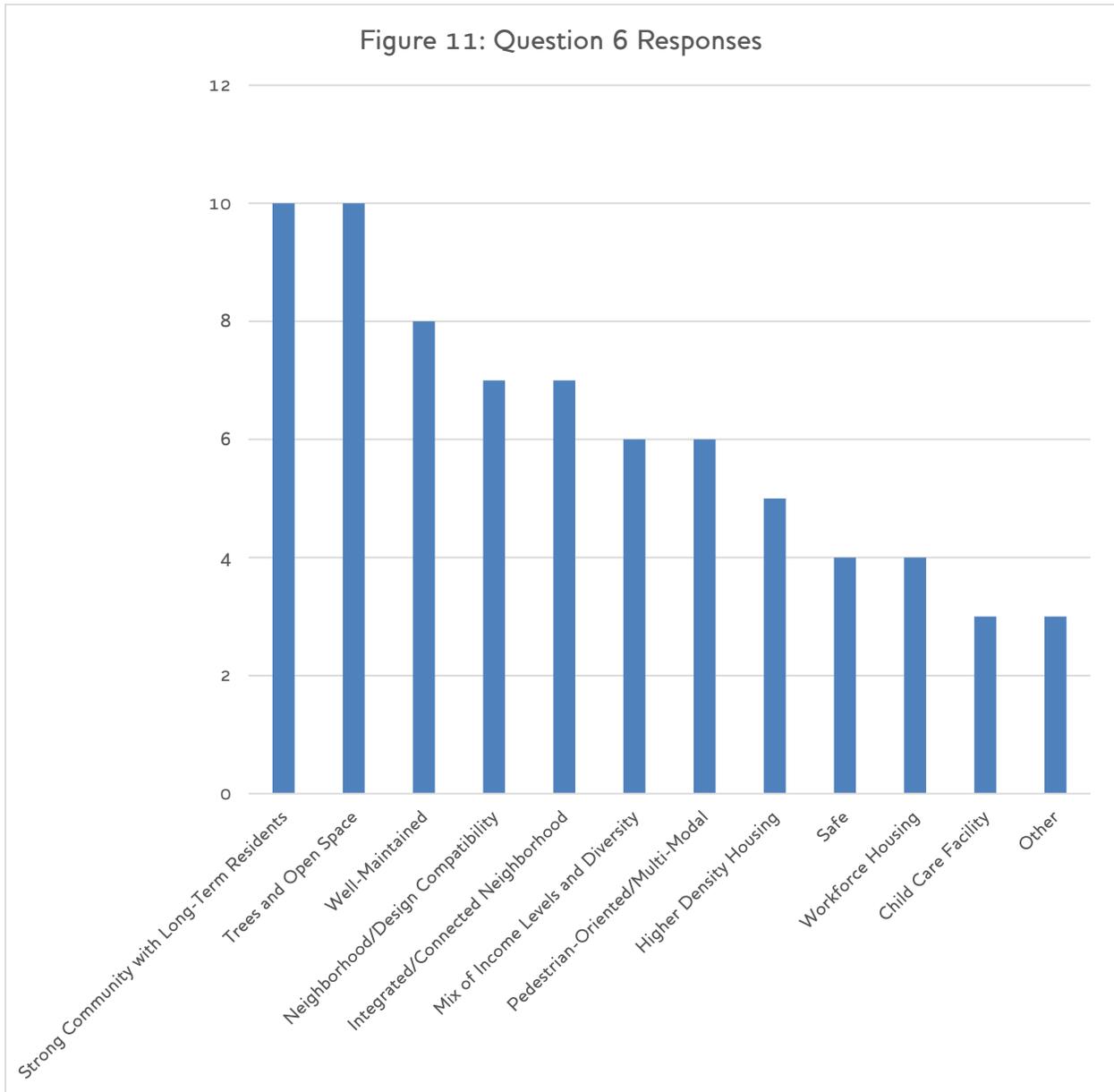
Question 5: What are the obstacles to developing The Parcel?

Figure 10 illustrates the responses to the fifth question: *What do you think are some of the hurdles/obstacles we as a community will face in developing The Parcel? What specific concerns do you have?*



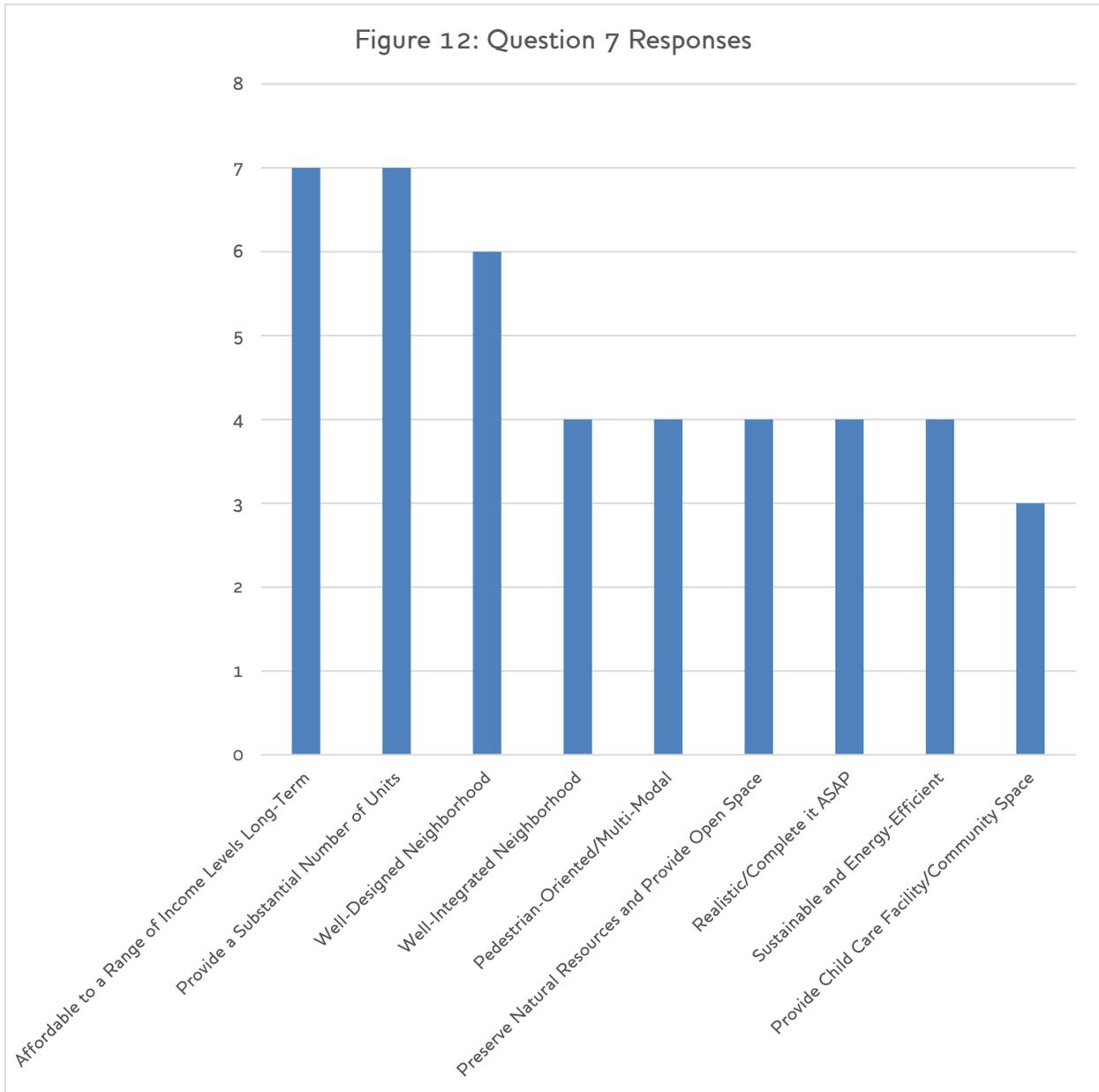
Question 6: What is your long-term vision for The Parcel?

Figure 11 illustrates the responses to the sixth question: *Please picture what you think The Parcel might look like in twenty years – what vision appears in your mind?*



Question 7: What are your three objectives for The Parcel?

Figure 12 illustrates the responses to the seventh question: *Can you describe three broad objectives the community should have for The Parcel?*



Question 8: What are some ideas you have for engaging the community?

Responses to the eighth question are summarized below.

Question 8.1: What other questions do you think we should ask the community?

- Are you interested in being a homeowner?
- What are your current living situation needs?
- What would you change in other affordable housing communities (e.g., Aspen Village)?
- What are your fears related to The Parcel development?
- What AMI (income) levels would be appropriate in The Parcel development?
- Have you struggled to find housing in Mammoth Lakes?
- What tradeoffs are you willing to accept to ensure The Parcel is developed?

Question 8.2: How can we get more potential residents of The Parcel involved in the planning process?

- Consider outreach opportunities during Fourth of July, soccer games, and ESL classes.
- Consider outreach opportunities at the library, schools, churches, and affordable housing complexes (e.g., Aspen Village).
- Incentivize people to attend outreach opportunities - offer food, child care, merchandise, giveaways, etc.
- Consider on-site outreach opportunities (e.g., walking tours, picnics, etc.).
- Consider hosting events at Mammoth Brewing Company or Public House.
- Coordinate with Mammoth Mountain Ski Area (e.g., workforce training/orientation).
- Attend and present at the Contractor's Association and Mammoth Voices luncheons.
- Get feedback from renters interested in home ownership.
- Talk to rental agencies (e.g., Blizzard, Century 21, etc.) and consult rental discussions on Facebook.
- Consider door-knocking in adjacent neighborhoods.
- Encourage employers to allow employees to attend outreach events during business/paid hours.
- Include QR codes on print materials.
- Post flyers/posters town-wide - grocery stores (Vons, Latin Market, etc.), coffee shops, Post Office, and Mammoth Mountain Ski Area.

- Identify and utilize community leaders and project “cheerleaders” or “champions”.
- Ensure outreach materials attract attention and create enthusiasm (e.g., headline of “Would you like cheap rent?”).
- Broadcast to Latino community consistently and continually.
- Provide hard copies of bilingual online surveys at Mammoth Lakes Housing, Inc.
- Consider hosting a meeting in conjunction with the Mexican Consulate’s visit to the Eastern Sierra.
- Broadcast on Channel 51, the radio, or through video clips online.
- Consider the mountain bike team in outreach opportunities.

Question 9: Is there anything else you would like to add?

Responses to the ninth question are summarized below.

- Ensure consistent and proactive messaging and marketing. Transparency is vital.
- Consider opportunities to break down community misconceptions about affordable housing.
- Need to persevere through any economic downturn (e.g., political leadership and commitment to housing and preservation of deed restrictions).
- If there is any risk that ownership deed restrictions could be lost in the future, all units should be rental.
- Ensure the development is realistic and implementable. Include reasonable phasing of development.
- Don’t waste many amenities here - focus on housing.
- Do not include any commercial uses on-site.
- The Parcel is used by pedestrians and bicyclists to cut through for various reasons (e.g., work, school, etc.).
- Consider future redevelopment opportunities of surrounding commercial areas (e.g., future orientation of businesses, potential Town acquisition of Center St. and Laurel Mountain Rd. properties).
- Consider relevant case studies (e.g., Breckenridge, Truckee, Boulder, etc.).
- Town needs to maintain ownership of The Parcel and not expect a profit.
- Ensure fire/life safety personnel can be housed in Mammoth Lakes. It’s important for the community’s safety.
- Many people commute from Bishop and Crowley Lake. It’s important for people who work in Mammoth Lakes to live in Mammoth Lakes. It reduces our carbon footprint

- Be innovative, creative, and forward thinking.
- Consider utilizing modular housing construction.
- Consider completing an economic study on wages and affordability levels.
- Talk to major employers about the real number of employees that need housing in Mammoth Lakes.
- Do not fund the development through any additional tax measure (current residents cannot bear a higher tax burden).
- Redistribute Measure A funding from tourism and put toward housing and transit.
- There is a need to provide housing for individuals experiencing homelessness.
- Consider alcohol-free living opportunities.
- Traffic calming is important.
- Would one-way access roads make sense?
- Ensure that design of the wetland area does not impede the housing development timeframe (i.e., mitigation requirements).
- Incentivize increasing density.
- Integrate fiber optic infrastructure.
- Parking facilities should also include storage areas for residents.
- Consider strategies to include historical ties to the site (e.g., Forest Service cabins).
- Consider who would operate an on-site child care facility.
- Second homeowners often oppose new development projects more than long-term residents.

Conclusion

The Town and Consultant Team will consider input from these interviews, as well as additional feedback (e.g., input provided through Engage Mammoth Lakes), to prepare development objectives that will guide preparation of land use concepts for The Parcel. Draft development objectives will be considered by the Town Council and Planning and Economic Development Commission at a joint workshop scheduled for June 26, 2019.

Exhibit A

The Parcel

Public Interest Interview Questions

Interviewee Name(s):

Interviewee(s) Primary Affiliation:

- | | |
|---|---|
| <input type="checkbox"/> Architect | <input type="checkbox"/> Major Employer |
| <input type="checkbox"/> Business Owner/Group | <input type="checkbox"/> Property Manager |
| <input type="checkbox"/> Developer/Builder | <input type="checkbox"/> Realtor |
| <input type="checkbox"/> Govt Agency/District | <input type="checkbox"/> Resident |
| <input type="checkbox"/> Housing Organization | <input type="checkbox"/> Other _____ |

Date and Time:

Purpose: To provide the Consultant Team and the Town with greater insight into high priority considerations for The Parcel's conceptual land use planning from various local perspectives.

Voluntary Participation and Confidentiality: Participation in this interview is strictly voluntary. Results will be reported in aggregate form by affiliation; names of interviewees will not be reported.

1. Other than simply our invitation, what brings you here today? Are you, a relative or a friend a potential future resident, a business looking for housing for staff, or are you simply interested in a healthy Mammoth Lakes Community? As we go through other questions, please be thinking about what **You** can add to make this a success.

2. If you've been to The Parcel, how did you get there, what did you do, and what were your impressions?
 - a. If you walked, where did you enter/exit the site?

 - b. If you drove, where did you park?

 - c. If you took transit, what stop did you use?

 - d. How do you think future residents and visitors will get to and from The Parcel after it has been developed?

3. The Parcel is to be developed for affordable housing – what does that mean to you?

4. In addition to affordable housing, what other uses should be provided on site - include opportunities, amenities, recreation, neighborhood uses, and ways The Parcel can connect to the rest of the Mammoth Lakes community.

5. What do you think are some of the hurdles/obstacles we as a community will face in developing The Parcel? What specific concerns do you have?

6. Please picture what you think The Parcel might look like in twenty years - What vision appears in your mind?

7. Can you describe three broad objectives the community should have for The Parcel?

8. What other questions do you think we should ask the community?
 - a. How can we get more potential residents of The Parcel involved in the Planning Process?

9. Is there anything else you would like to add?